

Cambridge Judge Business School

Management Studies Tripos (MST) Project

MST PROJECT CLIENT BRIEFING NOTES

2027

Management Studies Tripos (MST) Project

Overview

The one-year Management Studies Tripos programme (MST) at Cambridge Judge Business School attracts outstanding Cambridge University undergraduates, who come to us from a variety of disciplines to gain a thorough grounding in the discipline of management practice.

For the final part of their course, students are required to work in teams on a four-week project, addressing a real management problem that the client organisation has identified, under the guidance of an academic supervisor.

The aim for the students is for them to apply what they have learned over the year to a real management situation; the benefit for our clients is the opportunity to have a team of between three and four bright and committed students focus on an issue that they might not otherwise have had the time or resources to tackle.

The students work on the Management Studies Tripos (MST) Projects from **10 May – 4 June 2027**, with the final deliverable being a formal presentation to their client and academic supervisor of the findings and recommendations.

We welcome projects from organisations of all kinds, as long as the scope is well specified, and the organisation is a commutable distance from Cambridge.

This is what just some of our project clients have had to say about the experience:

"Having worked with Cambridge Judge Business School over two consecutive years, we have been thoroughly impressed by the MST students. Both groups were able to take a complex challenge and deliver actionable insights and recommendations that we have already brought into our work. The students were collaborative, communicative and enthusiastically engaged in the topic areas throughout the project, and delivered professional, high-quality final outputs. A particular highlight each year was the meaningful discussion following the students' final presentations, where it was clear the teams had truly grasped the challenge at hand and could reflect on our questions with an in-depth and robust understanding. Clear communication and expectations from Juliet and JBS made our experience of being a partner seamless. It was a true pleasure to work with JBS students, and we look forward to engaging with the MST project in the future."

Marcus Morrell, UKIMEA Foresight Lead, Arup

"The MST students did an exceptional job, unearthing new data and providing genuine insights. Their results exceeded our expectations, and I highly commend their work."

Mark Samuels, CEO, British Generic Manufacturers Association

"Having partnered several times before, we knew the MST project offered a clear and well-organised framework for collaboration. From the very first meeting, working with the students was a positive experience, as they came well-prepared, and asked targeted, thought-provoking questions on our goals and vision for the partnership. Their enthusiasm and forward-thinking approach shone through, resulting in a final outcome that brought fresh ideas with a strong understanding of our company's direction."

Isobel Leigh, Chief Operating Officer, Malao

Submitting your proposal

We ask that organisations wishing to participate submit a proposal by **18 January 2027** at the latest, using the attached Proposal Form or the online form available from our MST Project website:

<https://www.jbs.cam.ac.uk/recruiters-organisations/student-projects/mst-project/>

Your project needs to be of a nature and scope such that it can reasonably be tackled by between three and four students in the four weeks allowed.

It is essential that client organisations ensure a named project sponsor is given. Your submission should also include some background information on the organisation and website address. If the project requires specific skills or experience, please indicate this on the proposal form.

We will invariably receive more proposals than we can use, so cannot guarantee that all submissions will be taken up, however we will do our best to accommodate you.

We have worked with organisations of all kinds, public, private and not-for-profit. Previous project clients have included IBM, BT, GSK, Microsoft, Auto Trader, Procter and Gamble, Cambridge City Council, Multiverse, Malao Film, Breckland Orchard, Board Intelligence, Pentland Brands and Arup.

A wide variety of projects will satisfy the educational goals of the University. It is intended that the project should draw on at least one of the theoretical areas covered in the course, namely, Organisational Behaviour, Quantitative Methods, Economics of Firms & Markets, Accounting and Finance, Operations Management, Marketing, Future of Work, Environment & Sustainability, Macroeconomics, Topics in Corporate Finance, Business Innovation in a Digital Age, Strategic Management and Negotiations Workshop.

Recent projects have included:

- Market review of the design industry, including competitor review.
- Studying the organisational structure of a manufacturing co-operative to recommend how it might best be re-organised.
- Performance metrics in a project based organisation.
- Assessment of early stage Tech-Ecosystem
- Revising a consultancy firm's method of pricing so as to better reflect the actual costs of effort required by various jobs.
- Business plan for creation of centre of excellence for sports, adventure, sustainable development and education.
- Surveying second tier food companies to see whether they have any exports, joint ventures or subsidiaries in the Far East.

Process

Teams are formed based on individual preferences for projects. Organisations will be notified by mid-February 2027 whether we have been successful in securing a team for their proposal.

Once a team has been assigned, project clients will be invited to attend the MST Project Briefing Event at Cambridge Judge Business School on **10 March 2027 between 17:00 and 19:30**.

At this event, clients will meet with their student team and academic supervisor. The students will learn more about the client organisation and begin detailed discussions on the project.

The MST Project Briefing Event is a key event, and all clients are required to please ensure their attendance.

The aim of the event is to discuss and agree the detail of the project and sign off a mutually agreed Project Initiation Document (PID). Your discussions should cover specifically:

- aims and expectations
- key issues
- project location
- timetable
- an initial schedule

You should also include consideration of the resources that will be available to the team (i.e. contacts, data sets, facilities etc), the type of research that will be necessary to fulfil the objectives of the project, and where the primary data or sample frame will come from.

A list of databases and industry information available to CJBS students is available here:

www.jbs.cam.ac.uk/infolib

Please ensure you are able to provide all other relevant data or confirm where students can easily access the information when submitting your proposal to enable the project to proceed effectively.

As the final presentation is intended to be of practical value, you should also give some thought as to who the final audience for the presentation will be, how it will be used, what they want included, and when it should be presented.

As the project is part of an academic course. we would expect the project to take account of relevant academic literature in addressing the problem at hand and for any project timetable to allow some time for consultation of the academic resources available at Cambridge Judge Business School. Any research element of the project would also be expected to pay attention to relevant research methodologies covered by the students in their course. We would regard this as an important part of the value added that our students might bring to the project.

The student team will then complete an agreed Project Initiation Document (PID), which should be approved and signed off by all parties. The PID must be completed and returned by **12:00 noon on 19 March 2027**, it is essential that the PID has been agreed and signed off by this date.

The students will work on the project from **10 May – 4 June 2027**, after their final exams. We expect the students to keep you up to date with their progress, either by email, video call, phone or in person.

Deliverables

The student team will present their findings to their client during the final week of the project. Further documentation, such as an associated report or resource pack, can be agreed with the students as part of their project work plan (PID) but will not form part of their formal assessment.

The students will normally deliver their final presentation at the Judge Business School in hybrid format. You are welcome to attend in person and are encouraged to invite other colleagues from your organisation to the presentation, as the students will benefit from a lively Q+A.

Please allow 60 minutes for the delivery of the presentation. As a guide students will spend 30 minutes presenting and 30 minutes on Q&A. Students should discuss with their client and academic supervisor preferred arrangements.

The presentation is a key deliverable which forms an important part of the assessment of the project, clients are required to please ensure their attendance. Presentations are to be held no later than 4 June 2027.

Following the presentation clients will be asked to provide formal feedback to the academic project supervisor on the performance of the students and the quality of their work and findings, including their professionalism and efficiency. A Client Company Assessment Form will be sent to you towards the end of the project. The completed form should be returned to the academic supervisor. The academic supervisor will be formally responsible for marking the presentation, as part of the overall academic assessment of the project.

The client may also request a copy of the Project Report to Cambridge Judge Business School but are reminded that this report is produced and evaluated as a piece of academic work, according to formal guidelines on length and content, contributing to the students final marks.

The consultancy advice of the MST students is offered to the client organisations in good faith and free of charge (beyond expenses). No liability for any errors, omissions or consequential problems can be assumed by the University or its students. Client organisations are advised to conduct their own independent assessments before implementing any suggestions made by the MST students.

Expenses

If your project is chosen, you are expected to meet all student expenses associated with the project, including travel, accommodation, and subsistence, if applicable. You and the student team must agree in writing the expenses you are prepared to meet and include these in the PID. Although these may change, students should not incur expenses without your prior written approval.

Client organisation responsibilities

In summary, the client organisation is expected to:

- Submit a written proposal by 18 January 2027.
- If chosen, meet with the student team and their academic supervisor on Wednesday 10 March 2027 at the MST Project Briefing Event.
- Provide all the necessary facilities to enable the students to carry out the project effectively
- Allocate a named project with whom the students can discuss progress and raise problems or other issues related to the conduct of the project. Although their input will vary depending on the nature of the project and the student team, it is expected that the named project client will be available for progress meetings and feedback over the duration of the project, and will attend the final presentation.
- Give formal feedback to Cambridge Judge Business School on the performance of the students and the quality of their work and findings, including their professionalism and efficiency.
- Pay promptly any expenses related to carrying out the agreed work of the project
- Our most successful projects have had enthusiastic and committed clients, with a genuine problem to solve and a genuine interest in the outcome.

Confidentiality

All students sign our standard Cambridge Judge Business School Confidentiality Agreement in which they agree to keep confidential all information that is shared as part of the Management Studies Tripos (MST) Projects.

Students are expected to abide by ethical guidelines in the consultancy projects and for this reason are required to identify themselves and their client company when seeking to obtain information from third parties.

Attached please find a copy of the Confidentiality Agreement together with a copy of our Project Terms for clients. We ask you to confirm acceptance of these terms when you submit your proposal.

Summary of key dates

Deadline for submission of proposals	18 January 2027 (17:00)
Confirmation of successful project proposals	Mid-February 2027
MST Project Briefing Event	10 March 2027 (17:00 – 19:30)
Project Initiation Document (PID), signed by student team, client and academic supervisor	19 March 2027 (12:00 noon) (last day of term)
Project work with client	10 May – 4 June 2027
Date by which final presentations to clients must be held	by 4 June 2027

For further information please contact:

Juliet Wilson
MST and MPhil Principal Projects Leader
Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge CB2 1AG

Tel Direct: +44 (0)1223 760521

Reception: +44 (0)1223 339 700

Email: juliet.wilson@jbs.cam.ac.uk or mstmphilprojects@jbs.cam.ac.uk

Website: <https://www.jbs.cam.ac.uk/recruiters-organisations/student-projects/mst-project/>

Cambridge Judge Business School
University of Cambridge
Trumpington Street
Cambridge
CB2 1AG
United Kingdom

T +44(0)1223 339700
enquiries@jbs.cam.ac.uk
www.jbs.cam.ac.uk

